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Assistant Director, Reports and Estimates

2 September 1949

Acting Chief, Staff Intelligence Group  
Via: Chief, Plans and Policy Staff  
Supplement to Monthly Status Report

REFERENCE: ORE Operating Procedure - Instructions No. 1

ENCLOSURE: Items proposed by CIA for Agenda of Meeting of ORE and IAC  
Agencies on Question of Coordination

A. Progress.

1. The present work load in staff intelligence production has increased beyond the capacity of the present staff. This is accentuated by absences on leave both in the immediate group and in the branches and agencies with which we deal. There have resulted unusual delays in production beyond our control. It is believed that this situation will be relieved somewhat with the return of personnel on leave, but the clerical problem will continue to be acute.

2. There is a tendency for outside requests to be made with such short deadlines that they can only be met by putting aside all regular production and by requiring overtime work on the part of the staff. More than one of these requests frequently come simultaneously and create a constant state of urgency for both the professional and clerical personnel. Reports with lower priority, such as Situation Reports, are necessarily delayed under these conditions. A more satisfactory procedure for determining the relative priority of outside requests and establishing deadlines is needed. It is believed that, if possible, some control should be exercised over the agencies making these requests in order that CIA may benefit from the maximum amount of time that can be made available for production and review in each case.

3. Although significant progress has been made in establishing procedures and allocating responsibility in the so-called "Cities Project" since it was assigned to G/SI, further clarification of requirements involved is needed and steps are being taken for this purpose.

B. Relations with Other Organizations.

1. In general, working relations with other organizations are excellent, and their representatives are consistently cooperative and cordial. There are, however, a number of problems in connection with

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the coordination of reports that require study. Arrangements are being made through the office of the Assistant Director for a meeting of representatives of the IAC agencies to consider problems of mutual concern. All of the agencies have indicated their willingness to cooperate and have nominated their representatives. The agenda proposed for the meeting is appended to this report. It reflects the general nature of the problems upon which some clarification and agreement on procedure are needed. This group is at present giving special attention to item 5 (c) and gathering data on it.

2. Internally, the deadlines established by the branches for the preparation of estimates continue to be frequently unrealistic. Reports and memoranda with high priority, however, are often produced with amazing speed on very short notice.



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